

## *Housing and Community Development*

### 38-04-Commercial Revitalization

Agency 38 - All Funds	Total CAPS	Department of Housing and Community Development
Personnel Services	\$368,994	<p style="text-align: center;"><b>CAPS Percentage of Agency Total</b></p> <p style="text-align: center;">4.1%</p> <p style="text-align: center;">95.9%</p> <p style="text-align: center;">■ Commercial Revitalization   ■ All Other Agency CAPS</p>
Operating Expenses	\$272,368	
Recovered Costs	\$0	
Capital Equipment	\$0	
Other	\$1,930,000	
<b>Total CAPS Cost:</b>	<b>\$2,571,362</b>	
Federal Revenue	\$180,000	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$172,368	
<b>Total Revenue:</b>	<b>\$352,368</b>	
<b>Net CAPS Cost: *</b>	<b>\$2,218,994</b>	
Positions/SYE involved in the delivery of this CAPS	9/9	

\* The total Net CAPS Cost of \$2,218,994 includes the Fund 001, General Fund, amount of \$368,994 and an amount of \$1,850,000 in Fund 340 provided by a transfer from the General Fund.

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The following table identifies the expenditure, revenue and position information from the various Department of Housing and Community Development Funds which comprise this CAPS.

Agency 38 - All Funds	Fund 001	Fund 142	Fund 143	Fund 340
Personnel Services	\$368,994	\$0	\$0	\$0
Operating Expenses	\$0	\$100,000	\$172,368	\$0
Recovered Costs	\$0	\$0	\$0	\$0
Capital Equipment	\$0	\$0	\$0	\$0
Other	\$0	\$80,000	\$0	\$1,850,000
<b>Total CAPS Cost:</b>	<b>\$368,994</b>	<b>\$180,000</b>	<b>\$172,368</b>	<b>\$1,850,000</b>
Federal Revenue	\$0	\$180,000	\$0	\$0
State Revenue	\$0	\$0	\$0	\$0
User Fee Revenue	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$172,368	\$0
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$180,000</b>	<b>\$172,368</b>	<b>\$0</b>
<b>Net CAPS Cost:</b>	<b>\$368,994</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,850,000</b>
Positions/SYE involved in the delivery of this CAPS	9/9	0/0	0/0	0/0

### ► CAPS Summary

The strategy that has evolved nationwide for improving older commercial centers and downtowns of all sizes is referred to as commercial revitalization. It is an economic and physical rejuvenation of areas through the use of a broad range of both public and community resources and strategies. The need for revitalization of these older areas is a relatively new phenomenon and many communities across the country are struggling with it. There is no set formula for success, and no two programs are exactly alike.

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The suburban-style development of commercial centers in Fairfax County follows the pattern seen in other communities across the country. For 50 years, shopping centers were built to serve the wartime and post-war communities. Over the years, those early centers expanded with the communities around them. They attracted additional commercial development and matured into important commercial centers for their surrounding neighborhoods. Eventually, the wave of suburban development kept moving outward, leaving behind areas that were ill equipped to address the problems of economic competitiveness, traffic and parking, aging physical facilities and infrastructure, and so forth. In Virginia, however, most localities that have revitalization efforts underway are dealing with their older downtowns, as contrasted with suburban-style commercial development found in Fairfax County.

Nonetheless, the objectives of both local governments and their revitalization organizations throughout the Commonwealth, although stated in many different words, typically include: an economically healthier and more competitive business center; attractive and well maintained public places and private properties; and a better mix and fuller range of convenient shopping and services, the total of which is a business district that is an asset to and fully utilized by the surrounding community. Increased business profitability in revitalized commercial centers is crucial, not as an end in itself, but as a motivation for businesses and property owners to revitalize and to help support the costs of revitalization to achieve these objectives for the community. There is often a role that redevelopment can play as part of a larger, more comprehensive strategy, and in some localities, reintroduction of residential uses, either through adaptive use of existing structures or development of new housing, and creation of tourist destinations add to the retail, office, and governmental uses already present.

The County seeks to preserve and improve its older commercial areas through the Revitalization Program. The lead responsibility for this program is within the Department of Housing and Community Development (HCD); however, many programs are administered by other County agencies with overall coordination provided by the Revitalization Program. The program focuses on older business centers and their surrounding residential neighborhoods that have experienced physical and economic decline. Working closely with community revitalization groups in a public/private collaborative effort, the program's objective is to assist areas in their return to economic competitiveness. Currently, there are seven areas designated by the Board of Supervisors: Annandale, Baileys Crossroads/7 Corners, Lake Anne (Reston), McLean, Merrifield, Richmond Highway, and Springfield.

The County's revitalization policies, programs, and products in place include: the Zoning Ordinance Amendment (Commercial Revitalization District) and development process modifications; modified processing of Building Plans in Revitalization Districts and Areas; single points-of-contact and resource teams; Area Strategic Action Statements; Tax Abatement Program; Blight Abatement Program; Maintenance Policy and Program; Comprehensive Plan Amendments; Revitalization Loan Program; Richmond Highway Partnership for Healthy Communities; Richmond Highway Matching Grant Program; expansion of the South Fairfax Regional Business Partnership Small Business Loan Program; the Community Improvement Program; and Conservation and Redevelopment Plans.

HCD is responsible for two major roles in support of the County's revitalization efforts:

- a) Coordination of development and implementation of County revitalization policies, programs, projects and services, and
- b) Planning and implementation of capital projects intended to act as a catalyst for private sector reinvestment in the County's revitalization areas.

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In the coordination role, HCD actively engages revitalization organizations, County agencies, and others in development of all revitalization policies, programs, projects and services. On a Countywide cross-agency level, it is the lead agency for resolution of issues related to the seven revitalization areas and the community in the areas of policies, programs, projects, and services and the coordinating agency for development of revitalization policies, programs, projects, and services. For this work, the agency is assisted by a multi-agency Revitalization Coordinating Committee of senior County managers. On an area-by-area level, the program coordinates delivery of County programs, services and projects operating through single points-of-contact and multi-agency staff resource teams in place for each revitalization area. HCD is also the lead agency for the Blight Abatement Program, the Community Improvement Program, Conservation and Redevelopment Areas, and several capital reinvestment projects funded by the Board of Supervisors. (Some of these programs are discussed more fully in the Neighborhood Preservation and Revitalization ICAPS Summary).

In the capital project role, HCD, in conjunction with the local revitalization groups and under the leadership of the Board of Supervisors and the County Executive, assists in framing a revitalization vision and marketable redevelopment plans for each area. HCD's responsibilities in this area include market and feasibility analyses, design services, marketing, brochure development, media relations, developer/investor solicitation and relations; land assembly, project financing, and other related or as-needed activities.

### **Fund 001: General Fund**

In FY 2002, Fund 001 provides funding of \$368,994 to support nine full-time positions responsible for the Department's functions relative to the Commercial Revitalization Program and the various Revitalization Areas, including development of policies, programs, projects and services; coordination and communication between County agencies and the community; preparation and approval of plans, contracts, and payments; development of budgets and applications for project funding; and responding to citizen concerns. These positions also provide staff services to the local revitalization citizen advisory committees.

### **Fund 142: Community Development Block Grant**

In FY 2002, a total of \$180,000 in Community Development Block Grant funds has been appropriated for a Revitalization Predevelopment Fund (\$80,000) and a Revitalization Loan Pool (\$100,000). The Predevelopment Fund will be available to the Fairfax County Redevelopment and Housing Authority and/or private developers for feasibility and market studies for developments in Revitalization Areas. The Revitalization Loan Pool will leverage below-market financing for private developers in Revitalization Areas.

### **Fund 143: Homeowner and Business Loan Program**

A total of \$172,368 is appropriated in FY 2002 in Fund 143 for debt service payments on two Section 108 loans: a \$1,000,000 loan for Small and Minority Business Loans through the Community Business Partnership, and a \$9,300,000 loan for neighborhood improvements. Carryover funds from the original \$1 million Small and Minority Business Loan remain available for additional loans through the Business Center.

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### **Fund 340: Housing Assistance Program**

The FY 2002 budget includes a total appropriation of \$1,850,000 for revitalization activities. These include:

- \$290,000 for the continuation of the Commercial Revitalization studies program;
- \$125,000 for design services and land acquisition associated with a public community/performing arts center located at the proposed Springfield Town Center;
- \$375,000 for detailed design guidelines, marketing, and land acquisition for the Kings Crossing Town Center;
- \$100,000 for a feasibility study and predevelopment activities for a community marketplace and museum in the southern portion of the Richmond Highway corridor;
- \$250,000 for matching funds for the Springfield Incubator for Bio-Technology and Bio-Informatics;
- \$50,000 for the partial costs of renovations at the Island Walk Cooperative; and
- \$660,000 for staff and administration costs for the Commercial Revitalization Program (3 positions included in the Fund 001 position count).

### **► Method of Service Provision**

This service is provided by regular County employees. Normal hours of operation extend from 8:00 a.m. to 5:00 p. m. Monday through Friday. HCD staff often works outside of these regular hours to provide staff support to the various Revitalization Committees, and to meet with the Fairfax County Redevelopment and Housing Authority, the Board of Supervisors, non-profit agencies, and other citizen and/or community groups.

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### ► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Cross agency service provision issues identified and resolved	N/A	N/A	N/A	N/A	5
Projects, programs and services that advance to the next logical step i.e., from planning, design, implementation	N/A	N/A	N/A	N/A	6
Communications briefings, press releases, events held	N/A	N/A	N/A	N/A	12
Developers contacted	N/A	N/A	N/A	N/A	24
Capital projects advanced to the next phase	N/A	N/A	N/A	N/A	2
Revitalization Programs, Projects, Geographic Areas Managed	N/A	N/A	N/A	24	35